



The Grand Hyatt Hotel, Dubai, UAE
18-21 October 2003

Cityscape

THE INTERNATIONAL COMMERCIAL ARCHITECTURE, PROPERTY INVESTMENT & DEVELOPMENT EVENT

Key Contributions From:

Dubai Development And Investment Authority, UAE
 Nakheel Co., UAE
 Al Amoudi Group, KSA
 Aqar Holdings Co., KSA
 Rikaz, KSA
 Solidere, Lebanon
 Al Oula Development Co., KSA
 Gulf Finance House, Bahrain
 Kingdom Hotel Investments Group, KSA
 Asteco Property Management LLC, UAE
 Al Tamimi & Co, UAE
 The National Investor, UAE
 International Financial Advisors (IFA), Kuwait
 Saudi American Bank, KSA

Emirates Bank International, UAE
 Kingdom Centre, KSA
 Marketing Development Inc., KSA
Encore Management SA, Switzerland
 Zero Gravity, KSA
 Amoudia Real Estate Development, KSA
 Royal Institute Of British Architects, UK
 Aga Khan Award For Architecture, Switzerland
 Alsop Architects, UK
 Foster and Partners, Architects and Designers, UK
 Hopkins Architects, UK
 T R Hamzah and Yeang, Malaysia
 Bernard Khoury Architects, Lebanon
 Wimberly Allison Tong & Goo, UK
 Vastu Shilpa Consultants, India

Behnisch, Behnisch & Partner, Germany
 Arquitectonica, Hong Kong
 Consolidated Consultants - Jafar Tukan Architect, Jordan
 Philips, France
 Halcrow Middle East, UAE
 AMAR Centre for Architecture, KSA
 Roberts and Partners, UAE
 Crone Nation Architects, UAE
 Convrngnt, USA
 WS Atkins & Partners Overseas, UAE
 RMJM, UAE
 American University of Sharjah, UAE
 ACT, KSA
 Assa Abloy AB, Sweden
 DTZ, UK

Architecture+Cityscape Awards Jury

George Ferguson PRIBA BA BArch RWA
 President of the Royal Institute of British Architects, Chairman
 Acanthus Ferguson Mann Architects

Suha ÖZKAN BArch M.Arch AADipl Hons PhD
 Architect, Historian, and Theorist, Secretary General, The Aga Khan
 Award for Architecture, Switzerland

Balkrishna Doshi
 Architect, Planner, Institution Builder
 Vastu Shilpa Consultants, India

Professor William Alsop OBE RA
 Architect, Alsop Architects, UK

Bernard Khoury
 Architect, Bernard Khoury Architects, Lebanon

Bernardo Fort-Brescia, FAIA
 Principal, ARQUITECTONICA

Ken Yeang
 Architect, T R Hamzah and Yeang, Malaysia

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Cityscape Property Design, Investment & Development Conference

Day Two: Sunday, 19 October 2003

Taking A Strategic Approach To Investing In Real Estate

8:30 Chairman's Opening Remarks

John Sandwick

Managing Director, Encore Management SA,
Switzerland

- 8:45 A Comparison Of Real Estate Returns In the UAE Versus Other GCC Countries
- Opportunities and challenges of investing in the UAE market
 - Potential returns by investment type
 - Availability and quality of deal flow
 - Availability of financing
 - Potential exit strategies
 - Current concerns of professional investors and how to mitigate them
 - Short and long term trends that will impact the local real estate market
 - What are the expectations of investors for GCC returns? Estimated actual returns across the GCC
 - What are the minimum success factors that investors look for in regional investments?
 - The expected trend in the future

Dr. Karim El Sohl

Chief Executive Officer, The National Investor, UAE

- 9:15 Profiting From The High Net Worth Investor Perspective On Real Estate Opportunities
- What high net worth real estate investors are looking for in today's market
 - Constructing and developing a profitable high net worth real estate investment strategy
 - Creating the optimum property portfolio
 - Choosing and evaluating which property types and sectors will work best for you

James Wilson

Hotel and Resorts Advisor, International Financial Advisors (IFA), Kuwait

- 9:45 Financing Real Estate Projects – A Banker's Perspective On Real Estate Investment
- The property industry today and where it is heading to – a lender's point of view
 - Who will Saudi American Bank finance and which type of projects is it looking for?
 - What do property developers need before approaching the banks for financial support?
 - What does a bank look for? What does a client look for?
 - What kind of risks is Saudi American Bank prepared to take?
 - Why are banks generally worried about lending money to the real estate sector?
 - Financing structures Saudi American Bank may consider

Thomas Cotton

Assistant General Manager, Saudi American Bank, KSA

10:15 Networking Break

- 10:45 The Development And Reconstruction Of Downtown Beirut Through Public And Private Sector Partnerships – A Case Study By SOLIDERE
- Overview: public / private partnership
 - Pioneering private sector framework
 - Comprehensive plan for a mixed use city centre: coordination between public and private sector
 - Investment opportunities
 - Regional role of Beirut as a result of reconstruction of downtown area

Abdel Rahman Solh

Director of Contracts & Corporate Marketing, SOLIDERE, Lebanon

- 11:15 Financing And Investment Options In Dubai Real Estate
- Real estate funds
 - Bonds
 - Housing finance

Suresh Kumar

General Manager Financial Services
Emirates Bank International PJSC, UAE

- 11:45 Growth Strategies Through Acquisition, Merger And Value Enhancement: A Hotel Investor's Perspective
- Nature and structure of hotel business as income producing real estate
 - Growth and investment strategies: combining operating and property asset class
 - Financing hotel investment transactions by tapping the private equity markets, the value of partnership
 - The role of governments in hospitality investments (privatisation, investment incentives)
 - Investment trends and regional outlook

Sarmad Zok

CEO, Kingdom Hotel Investments Group, KSA

- 12:15 Identifying And Realising Investment And Real Estate Opportunities Within The KSA

Ayed Al Gahtani

Managing Director, Al Oula Development Company, KSA

Omar Al Kadi

General Manager, Al Oula Development Company, KSA

12:45 Lunch Break



Cityscape Property Design, Investment & Development Conference

Day Three - Monday, 20 October 2003

8:30 Chairman's Opening Remarks

John Sandwick

Managing Director, Encore Management SA,
Switzerland

8:45 Innovating Financing For Property Development

- A Case Study Using The BOT Model

- Traditional project financing options for property development
- Factors that make a BOT project attractive
- Structuring the deal
- Important tools to mobilise the project
- How is risk managed?
- Key benefits

Solayman A. Alhamdan

Executive Director, AMOUDIA Real Estate
Development, KSA

9:15 Simulation Analysis In Real Estate Investments

- What is simulation analysis? Advantages and limitation
- Investment appraisal - risk analysis for the feasibility and profitability of a project
- Project management - risk analysis for the length of time to complete a project
- Bid analysis - risk analysis for the cost of a project
- Portfolio management and simulation analysis

Alwaleed Abdelrahman

Managing Director, Zero Gravity, UAE

9:45 Networking Break



Marketing, Leasing And Management Of Real Estate

10:15 Leasing: Strategic Considerations - Practical Applications

- The importance of the lease
 - The value of the project
 - Maintaining market position of the project
- A project financing tool
- Defining the relationship between Landlord and Tenant - partners or adversaries
- Trends whose time have come
- Checklist to successful leasing
 - Before you start
 - A, B, C of leasing practices
- Checklist of necessary terms and conditions of a lease

Walter Kleinschmit

General Manager, Operations, Kingdom Centre,
KSA

10:45 How Research And Strategic Planning Are Driving Design, Right Use, Merchandising And Operations To Maximise Return Of Property Investment

- An overview of the progression of planning of projects worldwide. More sophistication - higher returns
- What are the quantum leaps in research capabilities driving better planning?
- How strategic planning is evolving from a creativity exercise to fulfilling potential customer's desires for creative initiative
- Linking feasibility, project planning and the pro forma for "real" project control
- What are the "new" terminologies critical to responsible future investment?

Stan Eichelbaum

President, Marketing Developments Inc., USA

11:15 Special Session

Property Development Practices In The Middle East - A Critical View

This open forum has been specifically designed to discuss property development practices that the session leaders (conference chair John Sandwick and Stan Eichelbaum) have witnessed in the booming, high opportunity Middle East markets that are detrimental to project potential, eventually constraining valuation, market acceptance and endurance. Having worked for many years in the Middle East, John and Stan are well known for their expertise in the real estate sector and have often seen some "need for improvement" toward a right goal of maximising project potential. Topics will cover research, financial, design, use, resources, operational, marketing and other issues.

"If a developer gets the information right, he can get the investment right." John Sandwick, Encore Management S.A.

John Sandwick

Managing Director, Encore Management S.A.,
Switzerland

Stan Eichelbaum

President, Marketing Developments Inc., USA

12:00 Lunch Break

